

Our most successful companies that serve national and international markets all started locally by entrepreneurs who chose the region for the outdoor recreation opportunities.



Regional Data

Examples of Largest Employers

- Southern Ute & Ute Mountain Ute Tribal Enterprises
- Mercy Regional Medical Center
- Fort Lewis College
- Mercury Payment Systems
- WalMart Stores Inc.
- Durango Mountain Resort at Purgatory
- Southwest Health Systems Inc.

Top 5 Key Industries by Employment

1. Health & Wellness
2. Food & Agriculture
3. Energy & Natural Resources
4. Tourism & Outdoor Recreation
5. Infrastructure Engineering

Top 5 Regional Assets

- Public lands and cultural resources
- Diversity and quality of natural environment
- Amenity migration – Talented people that are attracted to the first two assets
- Energy resources
- Presence of regional services such as airports, health facilities & higher education

EXECUTIVE SUMMARY

The Southwest region (Region 9) includes the counties of Archuleta, Dolores, La Plata, Montezuma and San Juan. Historically, Southwest Colorado developed as a result of “traditional west” commodities such as minerals, cattle and timber. Since the 1970s the region has transitioned to tourism and outdoor recreation as the number one industry.

Southwest Colorado includes the state’s only two Indian reservations: the Southern Ute and the Ute Mountain Ute Indian Tribes. These sovereign nations are significant players in the state and national economies with their various tribal enterprises. Our southwest corner of the state is also known for its scenic beauty, diverse landscapes, infrastructure, cultural resources and entrepreneurial spirit.

These significant strengths allow our region to more easily weather economic challenges. Because of its location within the larger region, Durango, Colorado, established in 1881, has developed as a tourist crossroads and regional trade center.

VISION

The Southwest region strives to be the best of what is Colorado.

MISSION

The Southwest region encourages economic development that preserves our small-town and traditional heritage, takes care of our natural resources, and provides opportunities for our children to stay in southwest Colorado.

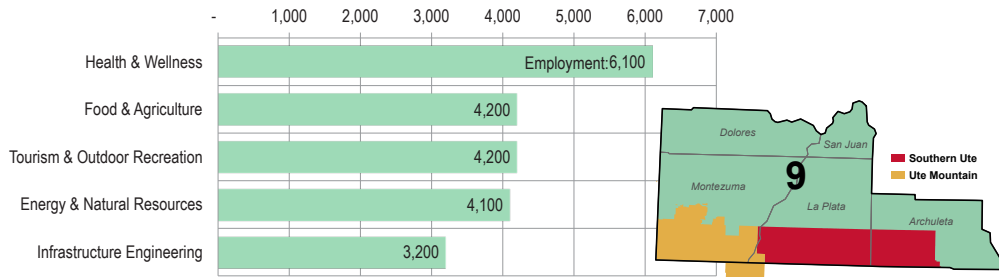
WHERE THE REGION WOULD LIKE TO BE IN 5 YEARS

- Southwest Colorado will continue to grow in population, and with baby boomers aging, will continue to be a draw for retirees
- Land stewardship will be a priority, as well as assisting agribusinesses in diversifying and producing more food locally
- Increased air service and telecommunications infrastructure and redundancy will enable more corporate headquarters to locate in southwest Colorado
- Be recognized in the state as having an exceptional entrepreneur support network
- Have the first operating geothermal powered electrical generation plant in the state

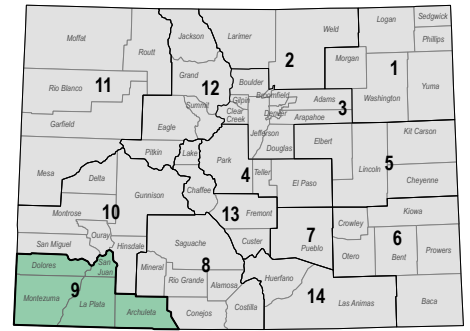
QUICK WINS

- Hired an economic development specialist to focus on Montezuma County
- Archuleta County has completed the Geothermal 1041 regulations
- Pagosa Springs and Archuleta County are creating an Authority to be part owner in partnership with Pagosa Verde, LLC in the development of a geo-thermal powered electric generation plant and budgeted \$520K for the project. Negotiations are ongoing to receive more than \$2.5 million in grant funding from the Department of Energy (DOE) for exploration and drilling
- The Southwest Colorado Access Network (SCAN), a collaboration among 14 governmental jurisdictions, is completing a \$4 million telecom fiber build across southwest Colorado that will provide more bandwidth and lower costs
- Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE) was implemented, graduating the first two businesses. The Office of Economic Development and International Trade provided initial funds
- Southwest Colorado is home to 12 Colorado Companies to Watch, all named in the last five years, the most of any rural region in the state
- The Four Corners Film Office worked on 39 projects in 2013 with economic impact measured at over \$400K
- The Business Loan Fund Committee approved 21 loans totaling \$1.5 million in 2013
- The Southwest Small Business Development Center set a new record working with 510 clients including 54 startups in 2013
- Awarded \$5.5 million from the Colorado Department of Local Affairs, Energy/Mineral Impact Assistance Grant

TOP 5 KEY INDUSTRIES BY EMPLOYMENT



Source: EMSI, 2013.2



State of Colorado, Region 9

1 Build a Business-Friendly Environment

GOALS

- Help rural businesses to utilize Enterprise Zone Tax Program credits
- Sustain county-level economic development groups in rural areas
- Support regional Growth Company Initiative that identifies and provides specialized support for companies and their CEOs

DELIVERABLES

- Growth Companies will have county-level support services in the region
- Continue and expand business retention interviews in cooperation with county level economic development groups to identify concerns and opportunities

4 Create and Market a Stronger CO Brand

GOALS

- Promotion of regional cultural assets
- Promotion of our public lands and outdoor recreation

DELIVERABLES

- Market Chimney Rock's designation as a National Monument as an additional tourism draw using the recent economic impact study
- Four Corners Film Office will "revitalize the film and television production industry in southwest Colorado, and increase local jobs and income"
- Explore establishment of a Narrow Gauge Byway along former rail lines from Chama, NM to Durango, CO. Byway will highlight cultural, recreational and historic areas
- Host sector meeting with agriculture, economic development, workforce and education stakeholders

CORE OBJECTIVES

2 Recruit, Grow and Retain Business

GOALS

- Identify downtown development/revitalization for small rural communities important in the region
- Pursue development of industrial parks in each county
- Maintain the quality of our transportation infrastructure
- Grow the Southwest Small Business Development Center's (SBDC) Business Advisor Network that provides regional business mentoring services

DELIVERABLES

- Complete 20-year regional transportation and transit plan updates
- Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE) graduates will grow businesses through southwest Colorado
- With collaboration between government and economic development partners, Osprey Packs will be able to meet their immediate distribution and production needs for 3 to 4 years, giving them time to plan expanding their distribution center in Cortez
- Southwest Small Business Development Center (SBDC) will continue to be a top performer in the state

5 Educate and Train the Future Workforce

GOALS

- Strengthen the SW Workforce Center's platform and services
- Strengthen and integrate SW Colorado Community College so it can meet regional training and education needs
- Raise the skills of the underemployed
- Grow energy efficiency jobs
- Further enhance and strengthen the Food & Agriculture key industry

DELIVERABLES

- Strengthen and maintain a seamless education system from high school to a 4-year college
- Host high school career fairs in the region
- Implement sector partnerships in identified industry areas
- Seek funding for the Durango Discovery Museum to lead a STEM advocacy effort for high school students

3 Increase Access to Capital

GOALS

- Efficiently utilize Business Loan Fund (BLF) to fill company financing gap
- Increase equity investment opportunities in the region
- Develop active Angel Investor Network

DELIVERABLES

- Bring additional business funding opportunities into the region
- Region 9 EDD to average \$1 million in loan activity annually
- Continue plans to implement an EB-5 Regional Center

6 Cultivate Innovation and Technology

GOALS

- Market geothermal resources and development
- Advance agriculture crop diversification and efficiency
- Complete regional SCAN telecom project
- Development of SW Connect web portal
- Develop Compressed Natural Gas (CNG) and Liquefied Natural Gas (LNG) refueling facilities

DELIVERABLES

- Complete regional open access broadband network to serve area governments
- Partner with other regions to look at regulatory and market obstacles to geothermal as an emerging technology
- Explore reinstating computer science curriculum at Fort Lewis College
- Construct a geothermal electric generation plant
- White Paper on CNG and LNG refueling facilities in SW Colorado

STRATEGIC PROJECTS

- Develop geo thermal power plant opportunity
- Build energy & natural resources local key industry network/sector partnership
- Ramp up SCAPE incubator

STAKEHOLDERS

Adult early education
Agriculture sector
Colorado Dept. of Local Affairs
Energy industry
Federal elected representation
Financial industry

Geothermal industry
Higher education
Local government officials
Nonprofit organizations
Public land managers

Regional and county level economic development groups
Small business representatives
Southwest Colorado Small Business Development Center
Telecommunications industry
Workforce



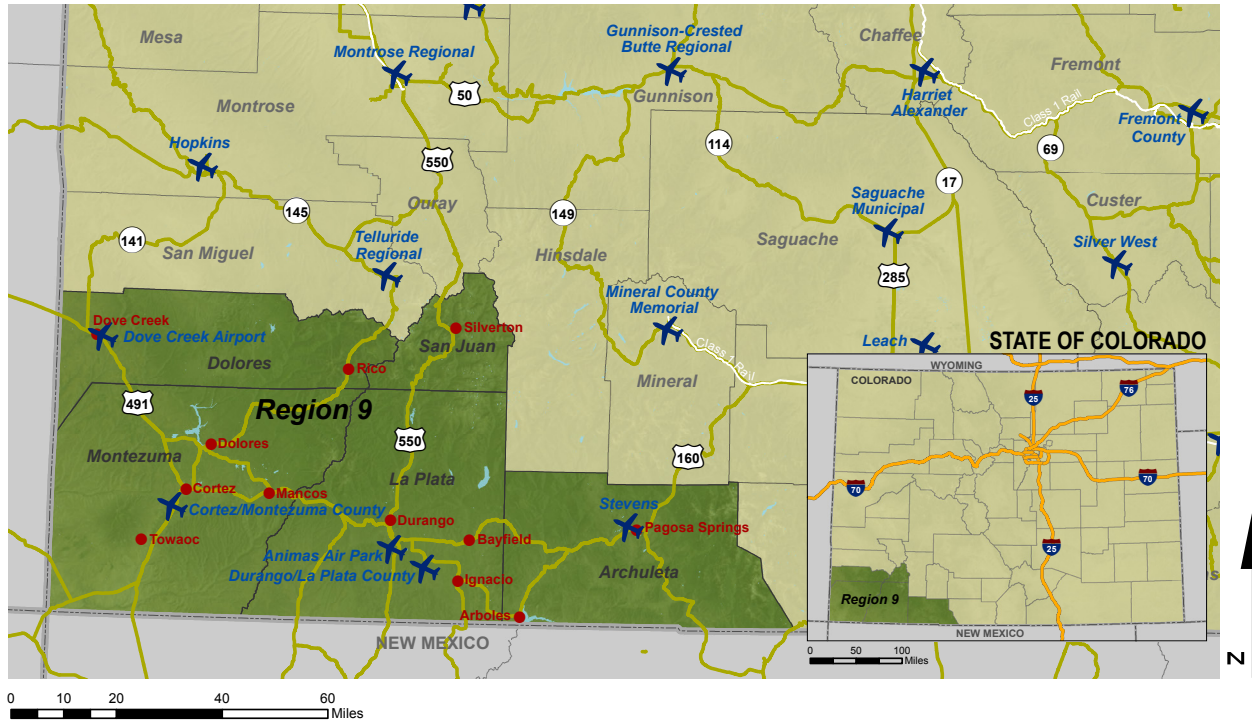
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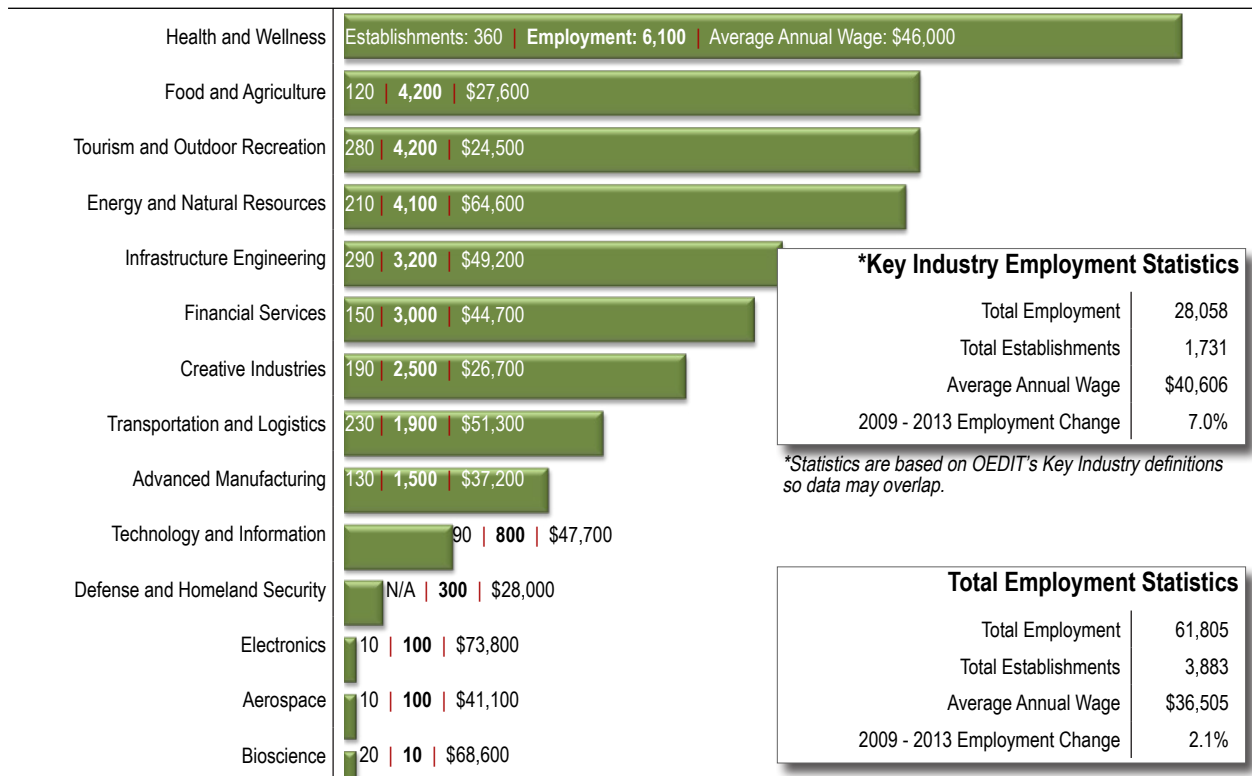
www.advancecolorado.com/blueprint

Colorado Office of Economic Development & International Trade

COLORADO - REGION 9: Economic Profile



Employment by Key Industry



SOURCE: Colorado Office of Economic Development & International Trade and EMSI, 2013.2

Top Employers by Employment

Sectors*	Business or Organization	Jobs
■	Centura Health	800
■ ■	UTE Mountain Casino	500
■ ■	Sky UTE Casino Resort	400
■	Mercury Payment Systems	400
■ ■	Durango Mountain Resort	400
■	Southwest Memorial Hospital	300
■ ■	Rocky Mountain Chocolate Factory	200
■	PASCO Southwest Home Health	200
■	BP America Production Co.	200
■	Crossfire Seeding	200

Note: Table does not include establishments that are primarily classified as Public Administration, Educational Services, and/or Retail Trade

* Sectors represented by business and establishment locations

■ Mining and Oil & Gas Extraction	■ Finance and Insurance
■ Construction	■ Health Care and Social Assistance
■ Manufacturing	■ Arts, Entertainment, and Recreation
■ Retail Trade	■ Accommodation and Food Services

About Top Employers by Employment

Centura Health: Mercy Regional Medical Center - an 82 bed not-for-profit, acute-care hospital located in Durango. Centura Health is focused on connecting residents to affordable, world-class care. Centura Health's integrated network includes 15 hospitals, seven senior living communities, medical clinics, affiliated partner hospitals, Flight For Life® Colorado, 13 Colorado Health Neighborhoods and home care and hospice services.

UTE Mountain Casino - offers gaming, dining, shopping, entertainment, and convention space. They are located in the Four Corners (i.e. southwestern corner of Colorado, northwestern corner of New Mexico, northeastern corner of Arizona, and sotheastern corner of Utah) of the United States.

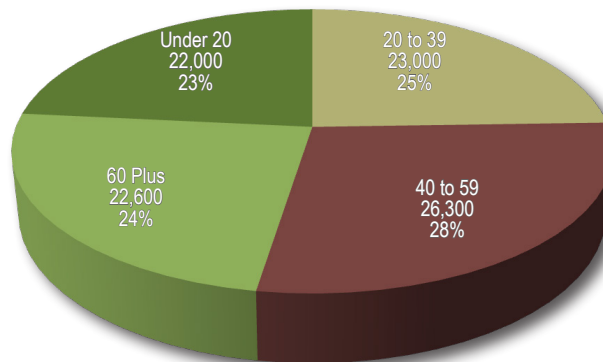
Sky UTE Casino Resort - offers gaming, bowling, pool, mini golf, dining, and host of entertainment options. The casino is located 20 miles from Navajo Lake in New Mexico and within the Four Corners region of the United States.

Mercury Payment Systems - a payment processing company located in Durango and Denver, Colorado. They work with resellers and developers to offer small and medium size businesses a portfolio of integrated payment products and services that help control costs and increase revenue.

Durango Mountain Resort - a ski resort located within the San Juan Mountains. The resort has 1,360 acres of skiable terrain and five terrain parks. They also offer a number of summer activities such as hiking, disc and mini golf, horseback riding, mountain biking, a climbing wall. The resort is 25 miles north of Durango and they also offer dining and shopping experiences.

SOURCE: Dun & Bradstreet, Equifax, Local Economic Development Groups, Corporate Websites, and Other Sources

Population by Age Groups



SOURCE: EMSI, 2013.2

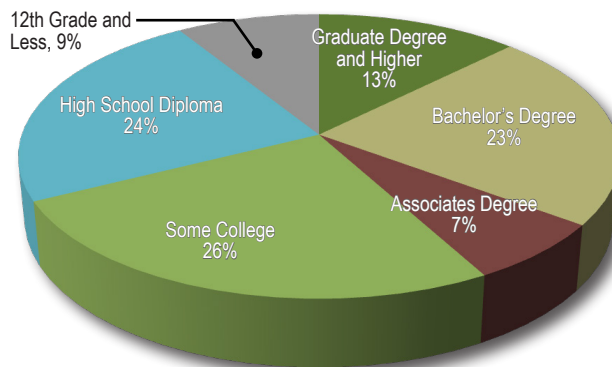
Top Occupation Categories by Employment

	Jobs	Median Wage	Annual Wage*
Sales and Related	9,100	\$14.48	\$30,100
Office and Administrative Support	7,200	\$15.55	\$32,300
Management	6,500	\$18.62	\$38,700
Construction and Extraction	4,900	\$17.26	\$35,900
Food Preparation and Serving Related	4,500	\$9.86	\$20,500
Business and Financial Operations	3,400	\$25.11	\$52,200
Education, Training, and Library	2,800	\$19.44	\$40,400
Personal Care and Service	2,700	\$10.31	\$21,400
Building and Maintenance	2,600	\$11.05	\$23,000
Healthcare Practitioners and Technical	2,500	\$35.00	\$72,800

* Annual wage is based on a 40 hour work week

SOURCE: EMSI, 2013.2

Educational Attainment



SOURCE: EMSI, 2013.2

Population and Households

Population	91,716
Total Households	38,151
*Median Age	44
*Median Household Income	\$48,600
*Mean Household Income	\$61,400
*Median Family Income	\$60,100
*Per Capita Income	\$26,800

* Average of median or mean values of all counties in region

SOURCE: U.S. Census, 2010 and ACS 2007-2011 5 Year Estimate



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